

Soldiers, Training, Leadership and Education

In 2020 Soldiers remain the centerpiece of our thinking, our systems, and our combat formations. The Army's enduring mission is to be prepared to fight and win our Nation's wars; Soldier training and leader development are the critical tasks to accomplish that mission. Unit readiness remains the objective metric for Army training. The Soldier is trained and equipped to be a Joint Warrior; Units are ready, responsive, flexible adaptable and integrated in the Joint Interagency Multinational (JIM) force; Leaders operate comfortably in an ambiguous JIM environment; and the Joint education system provides an on-demand life long learning environment for all Soldiers.

The explosive growth of technology over the past two decades has fundamentally changed the way people learn, and units train. However, the most lethal weapon on the modern battlefield remains the thinking Soldier, competent with his weapon systems, trained to operate in an ambiguous, non-contiguous environment as part of a joint interagency multinational force, enabled by the power of information and seamlessly integrated into all systems within the battlespace he or she occupies and led by competent leaders. Soldiers and Leaders are multifunctional, and capable of fighting and winning decisively on the full-spectrum battlefields of today and in the future. Training concepts enable Soldiers and leaders to be physically and mentally capable of executing tactics, techniques, and procedures (TTP) and warfighting skills to standard. Operators, maintainers, unit leaders, and staff planners are combat ready in System-of-Systems functions.

Access to the global joint live-virtual-constructive environment provides unparalleled opportunities for multi-echelon training with JIM partners, as well as providing leaders with a realistic environment for mission planning and rehearsal. This provides a comprehensive and systematic joint training environment focused on the operational requirements and tailorable to the Combatant Commander's Joint Mission Essential Tasks.

Leaders at all levels are trained to process information rapidly, make critical decisions under uncertainty as well as anticipate second and third ordered effects. They excel in the human dimension of leadership, possess the ability to develop cohesive teams quickly, and have the essential interpersonal skills and cultural awareness needed to communicate and work effectively with diverse organizations, cultures, and individuals. The education system provides a Joint learning continuum that incrementally develops Soldier and leader knowledge, skills, and abilities. This system is enabled by integration of network-based learning and operational applications, personnel competencies, certification and skill level tracking, collaborative environments, and learning management tools.

The National Education and Training System links government, interagency and select allies in a JIM training and education environment. It provides Soldiers a life-long learning environment through a combination of schooling and self-development, on-demand access to Joint training and education resources supported by global interconnectivity, exposure to and experience in Joint operations, and access to civilian institutions. Assignments in Joint billets compliments training in the Joint Educational and Training System and provides the opportunity for Soldiers to experience Joint operations.

Soldier

Potential recruits are assessed from the general population. They receive a comprehensive assessment prior to accession that identifies strengths and weaknesses and assess their suitability for service and aptitude for specialized training. The new Soldier receives a tailored training strategy designed to prepare him/her for success. When required, as a result of this assessment, the Soldier will participate in a pre-conditioning phase prior to beginning initial training.

Initial Military Training (IMT) is conducted under realistic battlefield conditions that feed the development of the Soldier's warrior ethos throughout the process. All training strives to instill Soldiers with the Warrior Ethos. IMT inculcates those core elements of soldierization and enduring fundamental skills and sets the foundation for life-long-learning as they continue with more advanced technical and specialty specific skills. This is followed by Assignment Oriented Training (AOT) that focuses on the specific skills required at their first duty station. AOT is supplemented with follow-on institutional, self-development and unit training that prepares the Soldier for subsequent assignment(s). This training may be conducted in residence at the institution or via distributed learning, or through some blended combination. This focused training ensures that Soldiers arrive at their first unit capable of contributing to the team. The distributed learning capability offers the Soldier and unit an opportunity to cross train related skills.

Learning is a continuous, life long process supported by and linked to unit, home station and institution, and enabled by a "schoolhouse without walls" concept that provides "training on demand" (24/7/365) that replicates the operational environment to the highest degree possible. The Soldier is seamlessly integrated within the organization, home station, and institution via a dynamic global knowledge network that provides on-demand access to Joint training, education resources, and Soldier status. This capability also supports the Soldier throughout a continuum of service as he moves from active to reserve to retiree or private sector. Training strategies and technologies train the entire range of critical skills (e.g. effective communication, critical thinking, collaborative planning, team building, problem solving, digital and unmanned equipment skills, and JIM operational skills) while instilling soldier values and warrior ethos. Beyond Service unique training and entry-level training, such as IMT, Soldiers require formal training only for those skills, which cannot be taught in units (such

as pilot qualification). Unit training replaces formal instruction at the individual and officer advanced training level.

Leaders continue to monitor Soldier's status and modify Soldier's training as required. Leaders have access to Soldier's training records and self-development activities in order to track their progress and verify adherence to standards. This link also facilitates counseling and enhances mentoring.

The Soldier-as-a-System construct provides the Soldier with unprecedented capabilities in a lightweight Soldier ensemble that leverages advanced technology to enhance the effectiveness and performance of the Soldier. Enabling technology applies artificial intelligence processes to compensate for experience and skill. For instance, virtual language translation allows Soldiers to easily communicate with multi-national partners, host nation representatives, and local populace, while deployed to foreign countries. Technology is also used to increase Soldier survivability and lethality. For example:

- Survivability is enhanced by ultra-lightweight body armor for improved ballistic protection; nano-sensors for prognostic health and welfare monitoring; and, smart garments that are capable of providing instant first aid to minimize bodily injury.

- The Soldier's link to the global network (via a PDA like device) significantly enhances his ability to perform buddy-aid. The wounded Soldier's vital readings and wound description are passed to an online medical team that talks the wounded Soldier's buddy through first aid procedures to treat and stabilize the wounded soldier.

- Linking situational awareness with intelligent targeting tools and a streamlined command and control system empowers the Soldier to bring to bear the most suitable weapon system to achieve the desired effects on a given target. Situational awareness linked to a common operating picture at the appropriate HQ's provides accurate positional information to rapidly clear fires. Intelligent technology takes the information passed by advanced targeting systems linked to handheld PDA-like devices and selects the best weapon system available to produce the desired weapons effects on the identified targets. This greatly simplifies, streamlines, and improves the targeting process and facilitates Joint operations without requiring the Soldier to learn and memorize 9-line call for fire, close-air-support call, or Air and Naval Gunfire Liaison Company (US Marine Corps ANGLICO) procedures. More importantly, this allows the Soldier to bring to bear the full array of coalition weapons systems available without regard to source.

The Soldier is exposed early in his career to operating in a JIM environment through technology enhanced tools, Joint training and education, and operational experience.

Training

Unit training is enhanced by the power of information technology and modeling and simulation. Globally networked training facilitates participation by Services, government agencies, and multi-national partners to train in a common

environment. Embedded training tools seamlessly link units into the Joint Live-Virtual-Constructive training environment, and JIM training capabilities. Army training centers become extensions of the Joint National Training Center. Linkages among the Joint Combat Training Centers and the Joint Battle Command Training Programs enhance individual and collective training capabilities. Modular, scalable, flexible units undergo experiential learning in multiple Joint Live-Virtual-Constructive exercises with JIM partners via a Global Training Capability. Universal access permits geographically dispersed Active and Reserve units to participate in multi-echelon training, Battle Staff training, and unit training using system simulators and/or embedded training systems from home station locations to gain operational experience to work as a team. This connectivity also permits distributed unit training to be conducted regardless of where the Unit is located; institutions to support rapid fielding initiatives; and, rapid distribution of Lesson's Learned from current operations to units preparing for deployment.

The Unit Manning System coupled with System of Systems fielding and supported by a tailored training strategy produces a fielded unit that is trained, certified, and ready to meet the combatant commanders mission essential tasks. Global conductivity to joint digital knowledge repositories allow a more focused approach to training; and simultaneously facilitate a rapid revision to critical training products through a networked analysis of After Action Reviews (AARs) from home station, joint training centers, and deployed units engaged in training and/or global operations. To maintain training proficiency, Soldiers, leaders, and units pull from Networked-based training support packages (TSP), mission training plans (MTP); tactics, techniques and procedures (TTP); and Soldiers Manuals embedded in the platform, are updated via the Global network. Soldiers and leaders receive cultural training on the social, religious, and economic factors for their geographical area of concern. Some Soldiers and leaders that are in direct contact with indigenous forces as part of an interagency / multi-national team or involved with host nation building during post conflict operations, might require extensive cultural awareness training. Prior knowledge of cultural differences aid in building effective relationships and prevent embarrassment or mission failure due to cultural ignorance. These cross-cultural interaction skills enable our Soldiers and leaders to know how to effectively work with diverse organizations and cultures.

Investments made in infrastructure and institutions provided the physical environment required to achieve universal connectivity linking posts, camps and stations for active and reserve forces. Additionally, this link enables Soldiers, leaders, and units to participate in realistic, multi-echelon, combined arms operations and train on Joint synchronization and integration skills. Full immersive technology provides three-dimensional hologram images, sounds and smells, in an adaptable training environment. This allows units to train in realistic scenario-based simulations in a virtual environment. Often these scenarios are based on recent lessons learned and AARs from comparable environments.

Investments made in Training Aids Devices Simulators and Simulations (TADSS), housed at the institutional training base, have greatly enhanced training at all levels. These systems facilitate networked reconfigurable full and partial task trainers to provide realistic procedural training in lieu of training on actual hardware.

Leadership.

Leaders are multi-functional, self-aware, adaptive, and capable of anticipating the second and third order effects of operations. They are capable of operating in widely dispersed areas while integrated with Joint, interagency, and multi-national teams. Leaders are exposed to operating in a JIM environment early in their careers through experience at the institution and JIM L-V-C exercises in the Global Training environment and assignments in JIM billets. Their professional abilities and warrior ethos are developed through a mix of Joint and Service institutional training, civilian education, unit level command, staff assignments, Combat Training Center (CTC) rotations. Self-development and mentoring are required through a process tailored and modified throughout a Soldier's career.

Like our Soldiers, our leaders receive a professional strategy that lays out their professional development path with timelines and milestones. This strategy is a living document that is periodically revised as the leader progresses along his path. Leadership development is facilitated by involved mentors who share their experience and use a combination of teaching, coaching, and training to develop future leaders with a greater breadth of understanding. Leaders exist at all echelons and come from all groups (officers, NCOs, unit commanders and team leaders). All leaders learn HOW to think in military terms such as what it means to See First, Understand First, and make Decisions to Win Decisively. The endstate is to lead successfully in the ambiguous operating environments.

Education

The primary goal of Army education and training is to produce Joint warriors and leaders. The Joint Education and Training system provides Soldiers and Leaders a life-long learning environment that is a combination of schooling and self-development, on-demand access to Joint training and education resources and access to civilian institutions and training with industry. Joint education begins with a common curriculum of core training at all levels and is reinforced through joint assignments and joint training via distributive network, service schools, and or civilian institutions as part of the development process. The Joint Education and Training System, is part of the National Education and Training System that links government, interagency and select allies in a JIM training and education environment. The Joint Education and Training System uses the Joint Knowledge Development and Distribution Capability to provide on-demand access to Joint training and education resources and is supported by global interconnectivity. Exposure to and experience in JIM operations early in the Soldier's career helps prepare him to be more comfortable with ambiguity and operations in widely dispersed areas.

The responsibility for conducting formal training transfers from the Army to the Joint Education and Training System at the Advanced Non-commissioned Officer and Command and General Staff Course level. Individual Services retain responsibility for service unique and service leadership skills.

Summary

The Army's mission remains to win the Nation's land battles. Competent Soldiers led by capable leaders do the dangerous work required to win the Nation's Wars. They do this as members of a Joint, Interagency, Multi-national team, enabled by the power of information and advanced technology and finely honed through repetitive L-V-C training exercises at the individual and unit levels. Training is a life long learning concept and is seamlessly integrated both organizationally and institutionally. Technology equalizes the level of complexity, augments experience and immediately adapts to changes in the contemporary operating environment (COE). Leaders are exposed to the JIM environment early in their careers through operational experiences in JIM L-V-C exercises linked to the Global Training Capability and assignments in JIM billets. The Joint Education and Training System provides a life long learning environment that is a combination of formal schooling and self-development. Training Soldiers and growing leaders continues to be one of the most essential missions, for the Soldier and for the Army, to protect and project American values throughout the world. Soldier, Training, Leadership, and Education is enabled by technology that allows universal access to a "schoolhouse without walls" which provides a wide range of training support and doctrinal products for Soldiers and leaders and units. Technology also provides a realistic virtual and constructive environment to augment live training. The Soldier is The Nation's only full spectrum weapon system. Competency to operate as a member of a JIM environment is developed through experiential learning in the JIM L-V-C operational exercises, Joint education, and assignments in JIM billets.